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February 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Interview Programs of the O/Personnel, Staff Personnel Division

STAT 1. [redacted] to brief me on the O/Personnel's resignee interview program per Scott Breckinridge's discussion with him last winter. [redacted] called on 23 January STAT and we discussed this program as well as two follow-up programs also conducted by the Professional Placement Branch.

2. Interviews with all voluntary resignees GS-07 and above are conducted by the Professional Placement Branch, while the Clerical Staffing Branch interviews all resignees who are GS-06 and below. This interview program was transferred from a technical office (i.e., one responsible for insurance, retirement stipends, et al) to the present office in about November 1971 because they are professional interviewers.

3. Two products flow from this resignee program. First, interviews are collected on a quarterly basis for GS-12 and above and sent to their respective Directorates where they may be disseminated internally. Second, a quarterly report on GS-12 and above resignees is prepared for the DDM&S with a copy to the Executive Secretary, presumably for the information of the DCI. This report consists of a cover memorandum which cites any significant trends in numbers or causes of resignation, and copies of the interviews for the period. The causes of resignation are coded and recorded but there is apparently no formal use of the data for action. [I believe that information from the clerical interviews remains in the O/Personnel but I am not certain on this point.]

4. Attachments to this memorandum on the resignee program are as follows:

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a. The last two quarterly reports on professional resignations made by the Staff Personnel Division and sent to the DDM&S (Tab B).

b. A statistical report of all interviews conducted with resignees from January through November 1973, prepared by a junior personnel officer, for the information of the O/Personnel. The stated reasons for resignation are collated by component. (Tab C)

c. A limited analysis of data in the three reports noted above which I have made with regard to the flexibility of reasons for resignations. (Tab A)

STAT 5. [redacted] described the other regular interview programs conducted by his Division. We did not discuss the magnitude of the sampling used. The first is a one-year follow-up program in which employees are asked about their experiences in the recruiting, assigning and orientation phases, and where some accent is placed on whether the position was as expected and the required skills essential. STAT [redacted] office handles the professional grades and the Clerical Staffing Branch sees the clerical workers. Mr. STAT [redacted] feels that his office gains little information of any significance since most employees are contented up to this point. (See Tab D for interview outline and sample interviews.) The clerical interviews have revealed a little more. Both offices report that the approximately half-hour interview is a good personnel program for employee morale. STAT [redacted] office makes no formal use of this interview program; the Clerical Branch has reported its findings to the DCI through the DDM&S as well as to the interested Directorates. (See Tab E -- report on clerical interviews.) This program started in February 1972; the first report was prepared in March 1973 on 185 interviews; the second report covers 99 interviews conducted between January and June 1973.

6. The second follow-up program conducted by [redacted] STAT office is the three-year interview. (See Tab F) He feels that this program elicits interesting information, largely because the employee knows more about the Agency and his rated performance, and he has reached the point where he has been converted to regular staff status. There is no regular reporting out of this program because

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it is difficult to use some of the information without identifying the source. Individual employees have, on occasion, been assisted as a result of the interview, and problems have been raised in general terms. Only rarely has a report been made to a component, such as one by [redacted] to NPIC in 1970 (see Tab G).

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7. Both Personnel officers with whom I talked said that, in the event of further personnel cuts in their offices, the first function to go would be the interview programs. While they are useful, they are not the essential business of these recruitment and placement offices.

8. My general reaction to the resignee interviews is that they should be given a more definitive analysis than they have had to date. The little I have extracted from the limited data available to me (see Tab A) suggests that a fuller treatment of even the data in hand could provide management with at least a tentative answer as to whether more attention should be put into efforts to retain certain personnel.

9. The one-year follow-up interview appears to be a morale booster, and provides the O/Personnel with some information about weaknesses in processing new personnel and orienting them in their jobs. The three-year follow-up interview is apparently more productive at the professional level in informing management about the attitude of employees -- even though the information is difficult for the O/Personnel to use. Regardless, it is possible that this program could be used as a device to spot legitimate personnel dissatisfaction which could be used as a corrective in personnel management, including efforts to reduce the resignations of competent officers.

10. At this point, I would think that the O/Personnel might be stimulated to think of creating a special office in which professional officers would be responsible for all interviews (follow-up and resignation), and for analysis of the information obtained. By pinpointing weaknesses in policies and practices, the O/Personnel should be able to direct a more effective personnel management program throughout the Agency.

11. While the principle of decentralized control over personnel is well entrenched, and justifiably so in terms of giving officers

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authority to direct their office operations, we are all aware that there are gaps that should be filled by centralized functions if personnel management is to be as effective as possible for the Agency. There should be a means to correct errors in handling personnel in any one segment of the Agency; and there should be a means to shift personnel from work for which they are not suited to that for which they have an aptitude. Such a central function would seem to pose only a limited threat to decentralized control over personnel. We probably need, however, to have a better factual basis as to the need for centralized functions. Many individual personnel officers, for example, know the frustrations of trying to transfer an officer to an appropriate position. The interview programs which already exist might be the means, if adequately treated, to identify the general need for more Agency-level involvement in personnel management.

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Possible Flexibility in Reasons for Resigning

1. A breakdown of causes for voluntary resignations from the Agency during the period of January through November 1973, as reported in an O/Personnel study sourced below,* suggests the size of the group which might be susceptible to retention. The data in the study, unfortunately, were not broken down by age, length of service, or grade, all of which are factors which might help to indicate the significance of the group to the Agency and thus any interest in a program concerned with personnel retention.

2. The categories in which the reasons for resigning have been grouped, provide some indication as to whether the decision could possibly have been reversed by Agency action. Six of the 14 categories, for example, contain personal reasons which would probably not be susceptible to change. The other categories contain reasons for resigning which might be somewhat more responsive, in varying degrees, to efforts to reverse or prevent them.

25X1

3. The study covers [ ] employees who resigned from the Agency in an 11-month period, but the reasons for 28 were not obtained. The 623 for whom such data is available on this subject can be placed in four groups with respect to the possibility that they might have remained with the Agency if some, or more, effort had been made to this end as follows:

A. Decision not reversible 27.5%

45 getting married
15 maternity
50 leaving area with husband
17 medical problems
25 return to full-time housewife
19 too far to commute
171 of the 623

*An Exit Interview Report (The Why of Termination)
January through November 1973 2 January 1974

STAT [ ] O/Personnel

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B. Little chance of reversing decision 25.0%

85 discontent with living/working in D.C. area
71 return to school (51 to work for BA)
156

C. Slight chance of reversing decision 11.2%

53 wants more money (1)
17 dislikes supervisor
70

D. Moderate chance of reversing decision (2) 36.3%

99 lack of opportunity
59 lack of challenge
31 non-use of skills
37 new career
226

(1) These people were mostly in lower grades (GS-07 and below) according to the author.

(2) With respect to the reasons for resigning in this group, the author states that the lack of challenge, of job prestige or being in a lower rank than peers, were statements made usually by personnel who were GS-11 and above; and that NPIC terminations were high, largely because these people felt immobilized in their grade, position, and the amount of responsibility given them. I note further that some of those who take new jobs do so for personal reasons (i.e., family business pressures, discovery they are in the wrong profession), as well as because they find outside positions with better growth opportunities in the same line they pursued in the Agency.

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4. The author of the study stated that many employees in the B group were terminating their careers with the Agency because they felt "slighted" in terms of jobs, promotions, or positions of responsibility simply because they lacked college degrees. He considered this a major reason for those who were returning to school.(1)

5. In the C group (slight chance of holding them), some in steno-secretary-clerical positions, for example, might be persuaded to stay by practical measures, such as, transferring to another supervisor (some of which is already done), or discussing the mathematics of gross-net salaries, step increases, and the like. Efforts with this group might result only in slowing down the rate of turnover, but this is worth considering.

6. It would be hard to guess the probable retention rate in D group where moderate success appears possible. As the footnote on page two indicates, these resignees were discouraged with the Agency for a variety of reasons, some of which might not be reversible even with the best personnel management system (e.g., finding themselves in the wrong career). The resignees from NPIC

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(1) This reminds me of a suggestion made by [redacted] when he discussed interview programs with me. He said that there was some need in the Agency to counsel personnel who were trying to earn college degrees. His office had some experience with the problems in this field, namely: some employees lacked the personal qualifications to fill better paying jobs, even though they might grind out a higher degree; other employees took a degree in a field which was not marketable in the sense of a transfer within the Agency to a better position; and still others obtained degrees in fields of interest to the Agency, but met stone walls in their attempts to transfer their career services. [redacted] thought it might be possible to inquire into the experiences of personnel who had obtained their degrees while working in the Agency and analyze the findings toward recommendations for action.

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also give us pause, since the problem there may well be an overall lack of headroom (including limited opportunity for increased responsibility) in this type of organization. To provide more challenges or opportunities would be unrealistic for some in this group, in terms of their own more or less narrow or less developed capabilities. With regard to the total number in the D group, i.e., 226, it is a moot question as to whether a quarter, or more or less, could be salvaged by personnel work. Nonetheless, the size of the group suggests that a more definitive analysis of the causes of resignation might be worth the cost of such a study.

7. Any question of enlarging the personnel management system to tackle the problem of retaining personnel would have to start with some estimate of cost effectiveness. Would, that is, the cost (manpower and money) of retaining an estimated number of personnel be significantly less than the cost in similar resources of recruiting replacements for them? Such a simple quantitative formula, of course, leaves out what might be a more significant dimension, namely, the value of the experience that the Agency has invested and lost in some personnel. To obtain some data on the investment in experience factor, I tabulated the years of service against the age of personnel in grades 12 and above who resigned in the first two quarters of FY 1974, without respect to reasons for resigning, and arrived at the following table (data was incomplete for 2 of the 40 resignees--see interviews in Tab B):

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First Half of FY 1974*
by Years of Service and Age

Years of Service	No.	Age	No.
2	1	40	1
3	2	27	1
		36	1
4	5	30	3
		36	1
		37	1
5-7	11	28	2
		29	1
		30	1
		32	3
		33	2
		35	1
		36	1
8-10	9	31	2
		32	3
		34	1
		35	1
		38	1
		44	1
11-13	5	38	1
		39	1
		41	2
		43	1
15	1	54	1
16	2	42	1
		50	1
17	1	35	1
21	1	44	1
Total	38		38

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*Interviewed by Pers/Prof Placement

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21 JAN 1974

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Report of Voluntary Separations, GS-12 and Above - Second Quarter FY - 1974

1. This memorandum is for your information.

2. Attached are 13 interview reports on staff employees GS-12 and above who resigned during the period 1 October through 31 December 1973. A statistical comparison of voluntary separations at this grade level from FY - 1970 to the present is also attached.

3. In our last quarterly report on this subject, we stated that the 27 resignees from that quarter constituted the largest group for a quarter in four years. We further indicated that the evidence in only a three-month period was insufficient to determine whether a trend was developing. During this quarter, the number of resignees dropped to 13 which is consistent with the same quarter in the past two years. Consistency is a good description for the current group as there is nothing about the resignees which is significantly different from past groups. Half went to the private sector; half to government. Three were former Career Trainees as compared with four CTs in the last quarter. While half left for more money and better career development, the other half left to change career fields, to go to school or to work in more specialized areas. The previous quarter does not appear to have been a trend-setter.

(Signed) F. W. M. Janney

F. W. M. Janney
Director of Personnel

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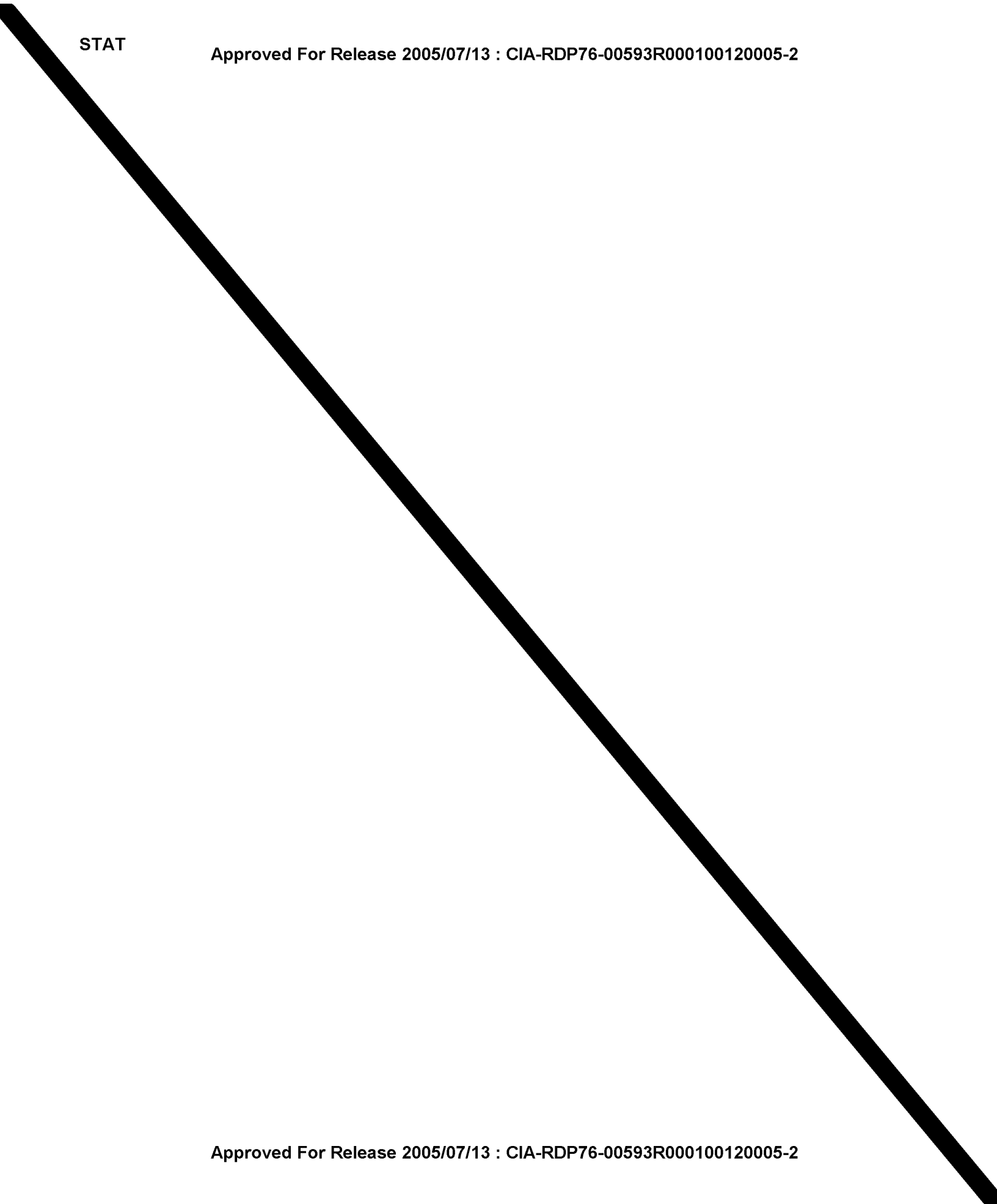

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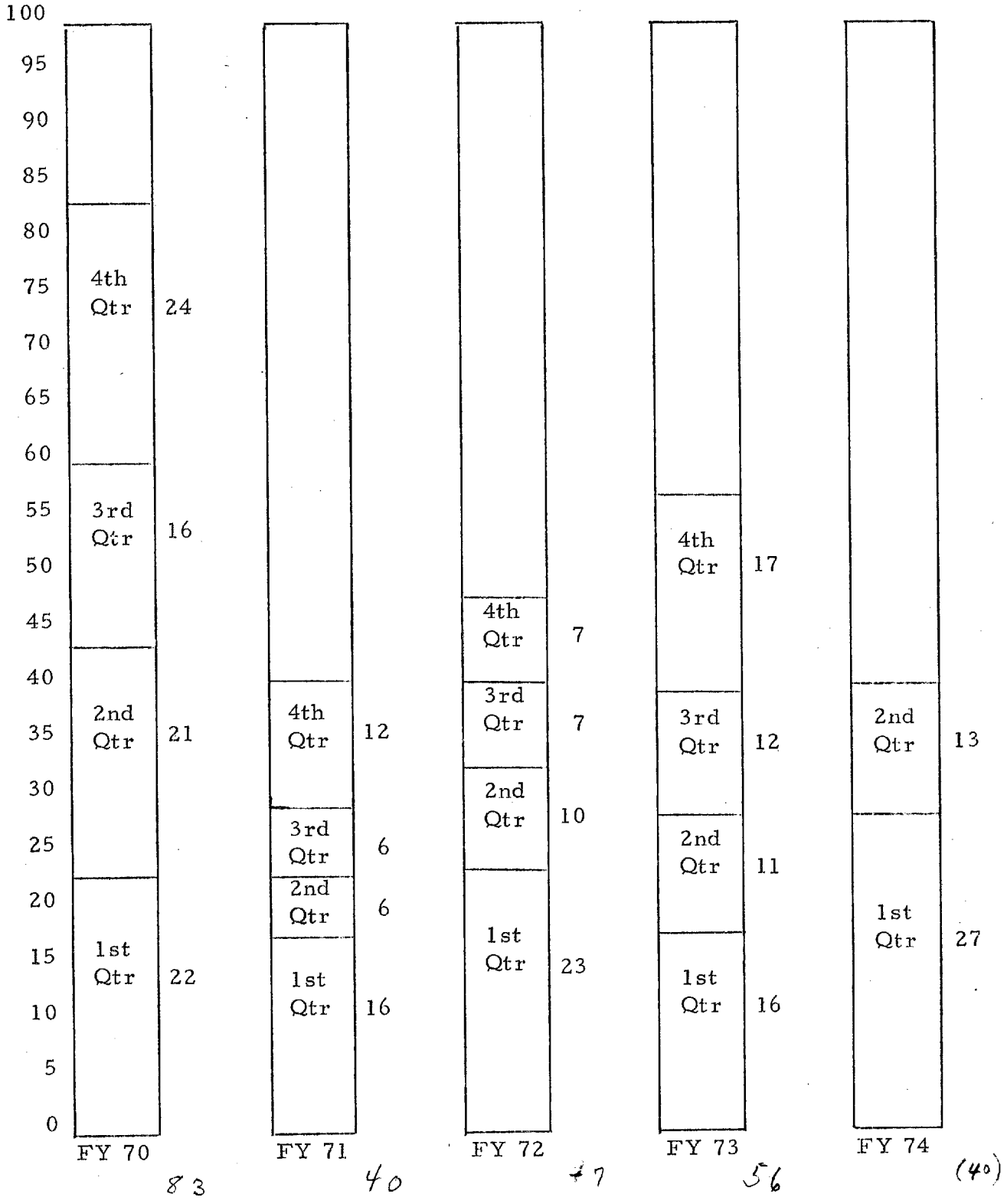
VOLUNTARY SEPARATIONS
STAFF EMPLOYEES
GS-12 AND ABOVE



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9 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Report of Voluntary Separations, GS-12 and Above - First Quarter FY 1974

1. This memorandum is for your information.

2. Attached are 27 interview reports on staff employees GS-12 and above who resigned during the period 1 July through 30 September 1973. A statistical comparison of voluntary separations at this grade level from FY - 1970 to the present is also attached.

3. It is interesting to note that 27 resignees is the largest group for any of the 16 quarters in the past four years. The most often mentioned reason for leaving was to make a distinct career change (seven employees). One GS-14 decided he wanted to become a dentist. Another bought a marina and part of a town. Running a close second as a reason for leaving was stagnation and lack of potential advancement. Six employees listed these reasons. More employees were going to the private sector than to other areas. Ten went to private versus five to government and five to school. Among those resigning, four were former Career Trainees.

4. While the total number for this quarter is large and the complaints of lack of potential were present, the evidence in only a three-month period is insufficient to determine whether a trend is occurring. The next quarterly report will provide additional data on which a conclusion may be based.

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/s/ John F. Blake

John F. Blake
Director of Personnel

Attachments

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An Exit Interview Report

(The Why of Termination)

January thru November 1973

Date 2 January 1974
By [redacted] STAT

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The following is a statistical examination of exit interviews among the various Directorates and their Components. It is hoped that this analysis will render insights and possible answers as to Why employees terminate.

In compiling this report, 651 interview reports covering the January thru November 1973, period were analyzed.

The most frequently stated reasons for leaving were:

1. Lack of opportunity for promotion or grade advancement: #99 or 15.89 percent of total.

2. Employee discontent with living or working in the Washington, D.C. area: #85 or 14.33 percent of total.

3. Lack of job challenge, excitement, stimulation or responsibility: #59 or 9.48 percent of total.

4. Return to school in hopes of obtaining a first degree or an additional degree:

BS or BA - #51 or 8.19 percent of total
MA - # 9 or 1.44 percent of total
PhD - # 1 or .015 percent of total
Other - #10 or 1.49 percent of total

The least frequently stated reasons for leaving were:

1. Maternity: #15 or 2.41 percent of total.

2. Medical reasons: #17 or 2.73 percent of total.

3. Dislike of Supervisor: #17 or 2.73 percent of total.

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NOTE: A. 28 of the 651 interviews were negated from analysis because of an inability to define or categorize the employee's reason for termination.

B. This study was conducted and analyzed by a new employee, thus reducing possible prejudices for any Directorate or Component.

Observations

1. Those employees who terminate for reasons of "money" are usually found in the lower GS classifications (GS-07 and below).

2. Those employees who terminate at higher GS classifications (GS-11 and above) do so for lack of challenge, job prestige, or because they maintain a lower rank among their equals.

3. The number of terminating employees in the NPIC Component is quite high. I feel this is due to the fact that the employees too often find or see themselves at a position of immobility, unable to move up in grade, position, or responsibility.

4. Many terminating employees feel "slighted" by the Agency in terms of jobs, promotions, or positions of responsibility because they lack college degrees. This undoubtedly is a major reason why may employees are returning to school. They feel that without a degree their possibilities are limited.

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January 1973 to November 1973

Reasons for Resignation		DDO	DDM&S	DDI	DDS&T	Total	
Lack of Job Challenge, Excitement, Stimulation or Responsibility		23	14	13	9	59	3
Getting Married		19	12	8	6	45	
Discontent with D.C. Area - Living or Working		16	49	9	11	85	2
Job Dissatisfaction "Money"		21	15	11	6	53	4
Return to School	BA.or B.S.	17	19	10	5	51	5
	MA	2	2	1	4	9	
	PH.D.				1	1	
	Other	2	5	1	2	10	
Non-use of Skills		7	9	8	7	31	
Maternity		2	8	1	4	15	
Return to being a fulltime housewife		4	14	4	3	25	
Too far to commute		5	9	4	1	19	
New Career - a chance to try something else		9	16	10	2	37	
Lack of opportunity for promotion or grade advancement		25	30	24	20	99	1
Medical Reasons	Self	2	3		2	7	
	Family	2	5	1	2	10	
Dislike of Supervisor		8	6	3		17	
Leaving area with husband		9	18	17	6	50	6
Total		173	234	125	91	623	

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Deputy Director for Science and Technology

Reasons for Resignation	Elint was OEL	OTS	OWI was FMSAC	OSI	ORD	NPIC	OSA	ODE was OSP							Totals
Lack of Job Challenge, Excitement, Stimulation or Responsibility	1	1			1	5		1							9
Getting Married	1		1	1		1	1	1							6
Discontent with D.C. Area -Living or Working	1		2	2	1	5									11
Job Dissatisfaction "Money"				1		2		3							6
Return to School BA or B.S.				1		4									5
MA.				1		3									4
PH.D			1												1
Other		1					1								2
Non-use of Skills	1	1	2	2		1									7
Maternity				1		2	1								4
Return to being a full-time housewife						3									3
Too far to commute				1											1
New Career - a chance to try something else						1		1							2
Lack of opportunity for promotion or grade advancement		2	1		2	13	2								20
Medical Self						1		1							2
Reasons Family					1	1									2
Dislike of Supervisor															
Leaving area with husband	4		1			1									6
Total	8	5	8	10	5	43	5	7							91

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Deputy Director for Operations

Reasons for Resignation	EUR	NE	AF	ISG was ISD	FRD was DOD	SB	EI	WH	OPS	CI	EA was FE	Division D	CA Staff	CCS	Totals
Lack of Job Challenge, Excitement, Stimulation or Responsibility	3	3		4	1	2				3	3	2	2		23
Getting Married	1	4	1	5	1			2	1	2	1			1	19
Discontent with D.C. Area -Living or Working	2	1	2	4				4		1	2				16
Job Dissatisfaction "Money"	1	2	2	3		3	2	1	2	1	3			1	21
Return to School BA or B.S.		1		5		3	2	2		1	2	1			17
MA.								2							2
PH.D															
Other		1		1											2
Non-use of Skills				3					1	1		2			7
Maternity						2									2
Return to being a full-time housewife						1	1	1		1					4
Too far to commute	1			1			1				1		1		5
New Career - a chance to try something else	1		1	2	1			1	1	2					9
Lack of opportunity for promotion or grade advancement	2		1	11	2	2		1	1	2	2	1			25
Medical Self				2											2
Reasons Family		1							1						2
Dislike of Supervisor		2		2	1	1			1		1				8
Leaving area with husband		2					1	3	2	1					9
Total	11	17	7	43	6	14	7	17	10	15	15	6	3	2	173

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Deputy Director for Intelligence

Reasons for Resignation	CRS	OCI	FBIS	IAS	OER	OSR	OBGI	IG	IRS	O/DDI					Totals
Lack of Job Challenge, Excitement, Stimulation or Responsibility	4	1	2			1	2		1	2					13
Getting Married	1				1	2	1	1		2					8
Discontent with D.C. Area -Living or Working	2		3		1	1	2								9
Job Dissatisfaction "Money"	2	4			2	2			1						11
Return to School BA or B.S.	4	1	1	1	2		1								10
MA.			1												1
PH.D															
Other						1									1
Non-use of Skills			3			2	1			2					8
Maternity			1												1
Return to being a full-time housewife	2		1		1										4
Too far to commute		2			1		1								4
New Career - a chance to try something else	3	2	1		4										10
Lack of opportunity for promotion or grade advancement	5	4	3	3	2		6	1							24
Medical Self															
Reasons Family	1														1
Dislike of Supervisor		2				1									3
Leaving area with husband	3	4	1	2	2	4				1					17
Total	27	20	17	6	16	14	14	2	2	7					125

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Deputy Director for Management and Services

Reasons for Resignation	OC	OL	OP	OJCS was OCS	OF	OS	OMS	ONE	SSS	OTR	TAS				Totals
Lack of Job Challenge, Excitement, Stimulation or Responsibility	1	2		4	1	3	1				2				14
Getting Married	2		2		1	5					2				12
Discontent with D.C. Area -Living or Working	6	6	4	2	3	8	1	1		1	17				49
Job Dissatisfaction "Money"	4	5	2	1	1	1					1				15
Return to School BA or B.S.	10	2	2	1	1	2					1				19
MA.		1		1											2
PH.D															
Other		2			1	1				1					5
Non-use of Skills		2			5		1			1					9
Maternity	1	1	3		1	2									8
Return to being a full-time housewife	1	3	2	2	2	1	1			2					14
Too far to commute	2		3	2	1	1									9
New Career - a chance to try something else	8		1	1	2		2		1	1					16
Lack of opportunity for promotion or grade advancement	9	5	2	2	4	5	2	1							30
Medical Self		2									1				3
Reasons Family				1	1						3				5
Dislike of Supervisor															
Leaving area with husband	1	5	5	1	4		1			1					18
Doesn't want to go overseas again.	6														6
Total	51	36	26	18	28	29	9	2	1	7	27				234

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INITIAL FOLLOW-UP INTERVIEW (1 YEAR)

OBJECTIVES

1. Obtain Candid evaluations of the Agency Personnel Program including recruiting, processing, EOD orientation and component personnel services to the employee.

2. Determine scope of on-the-job orientation and suggestions for improvement.

3. Verify completion of Intelligence and World Affairs course and discuss other formal training planned or desired.

4. Discuss performance, work attitudes, and career interests of the employee in order to validate placement and move toward a successful completion of the Career Provisional period.

5. Determine employee view of supervision received, communication, job involvement, and utilization of education and experience.

6. Provide tangible evidence of Agency interest in the employee and his career development.

INTRODUCTION

1. Introduce yourself and identify our office.
2. Explain the two-fold purpose of the interview--
   a. To collect information in order to improve personnel management.
   b. To assist the employee in a personal appraisal of his career progress and prospects.
3. Determine whether or not the employee wishes his responses to be treated on an anonymous basis.

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SAMPLE QUESTIONS - INITIAL FOLLOW-UP

1. How were you originally contacted and recruited by the Agency?

2. Tell me about your processing time before employment. Did you receive adequate communications while in process?

3. Tell me what you remember of your EOD orientation by the Office of Personnel.

4. How did you get oriented into your job at _____? Was there formal training? Did you get the IWA course and when?

5. Tell me about the people you work with, for example, are they friendly, competent, intelligent, etc.

6. Tell me also about your supervisor. Does he give you adequate direction? Does he answer questions well? Did he review your fitness report with you? Was it a good session? Does he communicate information on such things as staff meetings back to you?

7. Do you feel that you have a piece of the action? Is what you do important in the scheme of things, and how do you know it is?

8. Are you using your education and experience.

9. What do you know about promotion and career development and what you might expect in the way of career progress over the next year or more.

10. Do you have any questions?

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19 NOV 1973

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Clerical Follow-Up Interview Survey

REFERENCE : Memo from D/Pers, dated 26 Sep 73, same subject

1. This memorandum is for your information and in response to your comments on our recent summary of clerical follow-up interviews.

2. We noted in our paper that nearly half the employees interviewed either could not recall any job orientation by their component or felt that the orientation they did get was poorly done. In this regard you asked: "Can we somehow arrange a job orientation as part of the EOD check list (even though some time lag occurs through TAS, etc.)?" In response to our comment that all Directorates except the Directorate for Operations participated in this survey you asked "Can we be sure that DDO does this and possibly together in the future?"

3. Taking your questions in reverse order, on 20 June 1973, DO Notice [redacted] was issued. It provides that DDO components will conduct follow-up interviews with new clerical personnel approximately six months after their initial assignment and that the Office of Personnel will conduct follow-up interviews with clerical personnel assigned to the DDO on a selective basis approximately 11 months after their entrance on duty. At the time we compiled our data for the last survey, there had not been enough interviews conducted in DDO to permit a meaningful report. By the time the next report is due, we should have sufficient coverage to provide input for the over-all survey.

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4. That portion of the survey which deals with employee impressions of job/office orientation relates directly to specific

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on-the-job instructions the new employee is given as well as any component orientation the employee receives. The Temporary Assignment Section of the Clerical Staffing Branch is a processing mechanism through which new clerical employees fill out forms and complete their medical and security processing and is a holding area for them during this period. The Temporary Assignment Section is neither sufficiently staffed nor sufficiently knowledgeable of all the clerical functions in the Agency and all the components to be able to provide a meaningful orientation for the new employee. We believe that in the final analysis this kind of detailed on-the-job orientation and component familiarization must be done by the component.

5. Our goal, of course, is to reach the point at which the new employee is given a full and complete explanation of his job as well as an explanation of where his function fits in his component and where his component fits in the Agency. For some time we have been working with the Office of Training toward a modification of one facet of our handling of new clerical employees which has a bearing on this problem. The Clerical Training Branch provides a 4-day orientation program for new clerical employees which includes some Agency organizational orientation and exposure to clerical practices in the Agency. In the near future we expect to be able to tell OTR where an employee is being assigned before the employee is enrolled in the 4-day orientation program. OTR plans to relate their orientation for that employee to the Directorate and component to which the employee is being assigned. In addition to continuing to provide Directorates with follow-up interview surveys, we plan to inform components of orientation programs and practices which other components have adopted and which seem to be successful. For example, CRS is currently putting together an orientation program consisting of one-half days for five days during which all new employees in CRS who have EOD'd since 1 July will have an opportunity to meet, listen and talk with managers of the various elements of CRS. Finally, as a follow-on to this activity, we will continue our follow-up interviews and the surveys should tell us and the components where improvement is being made.

/s/ John F. Blake

John F. Blake
Director of Personnel

Distribution:
Orig & 1 - Addressee
1 - DDCI
1 - ER
1 - DDM&S
1 - D/Pers; 1 - C/SPD/OP; 1 - C/CSB/SPD/OP; 1 - DD/PersR&P
DD/Pers/R&P:mef (16 Nov 75)

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IBRS 73-4302

73-3844

26 SEP 1973

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Deputy Director for Management and Services 27 SEP 1973

SUBJECT : Summary of Clerical Follow-up Interviews Conducted by the Office of Personnel

1. This memorandum is for your information only.

2. In February of 1972 the Office of Personnel began conducting follow-up interviews with new clerical employees in order to obtain some feedback for management on clerical employee attitudes with regard to their work and the Agency. In March of 1973 we submitted to you the first analysis and summary of follow-up interviews with 185 clerical employees. We have now conducted the analysis and summary of those interviews conducted between 1 January and 30 June of this year with 99 clerical employees. The summary is attached for your information.

3. The most pronounced difference between the results of this group of interviews and those conducted earlier stemmed from the responsiveness of the employees being interviewed. They seemed to have a better understanding of the program and participated more freely in the interviews. Once again, the very fact that we are communicating with the employees appears to be a strong plus on the positive side of the ledger in the minds of the employees.

4. Three general conclusions which can be drawn from these interviews are worthy of highlight here: Negative comments regarding recruitment and processing decreased dramatically (75%); nearly half the employees either could not recall any job orientation by their component or felt that the orientation they did get was poorly done; there was an increase in the number of employees who indicated they were busy in their jobs.

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5. As we did in March 1973, I propose to send to each of the Directorates the results of follow-up interviews in that Directorate as well as the over-all summary in order to continue to try to provide feedback to the managers on what their employees are thinking and saying about their jobs.

/s/ John F. Blake

John F. Blake
Director of Personnel

Attachment

Distribution:

Orig & 1 - Addressee
1 - DDCI
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1 - D/Pers
1 - OP/SPD
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STAT OP/SPD/ [redacted] ncf (24 Sept 73)

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26 SEP 1973

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director for Intelligence
Deputy Director for Management and Services
Deputy Director for Science and Technology

SUBJECT : Summary of Clerical Follow-Up Interviews Conducted by the Office of Personnel

1. The attached summary of 99 follow-up interviews is the second output of our clerical follow-up interview program. I have included the full summary covering all 99 interviews as well as the breakout for your individual Directorate in order to give you as much feedback as possible. Follow-up interviews for the Directorate of Operations will be conducted by the Office of Personnel beginning in October 1973 and will be included in future summaries.

2. The employees were much more responsive during this period than was the case in the previous summary. I believe the fact that we have been conducting these interviews since February 1972 has resulted in a spreading of the word and a better understanding of the program by the employees with less reservation on their part to participate. You will see from the summary that there are some differences expressed in this summary as compared to the first one. More employees described their jobs as busy. However, still nearly half of the employees either could not recall any job orientation or felt that job orientation by the component was inadequate.

3. I fully appreciate the fact that 99 interviews constitute a statistically small sampling of the Agency clerical population. I believe, however, that the value of the follow-up program consists of the positive effects achieved through communication with employees (the employees themselves seem to be very favorably impressed and appreciate the opportunity to discuss their experience, ideas and opinions about their jobs). Equally important is the continuing feedback to management of these comments with the objective in mind that in time the general flavor of the summaries will move more toward the positive and away from the negative.

ILLEGIB

/s/ John F. Blake

John F. Blake
Director of Personnel

Attachment

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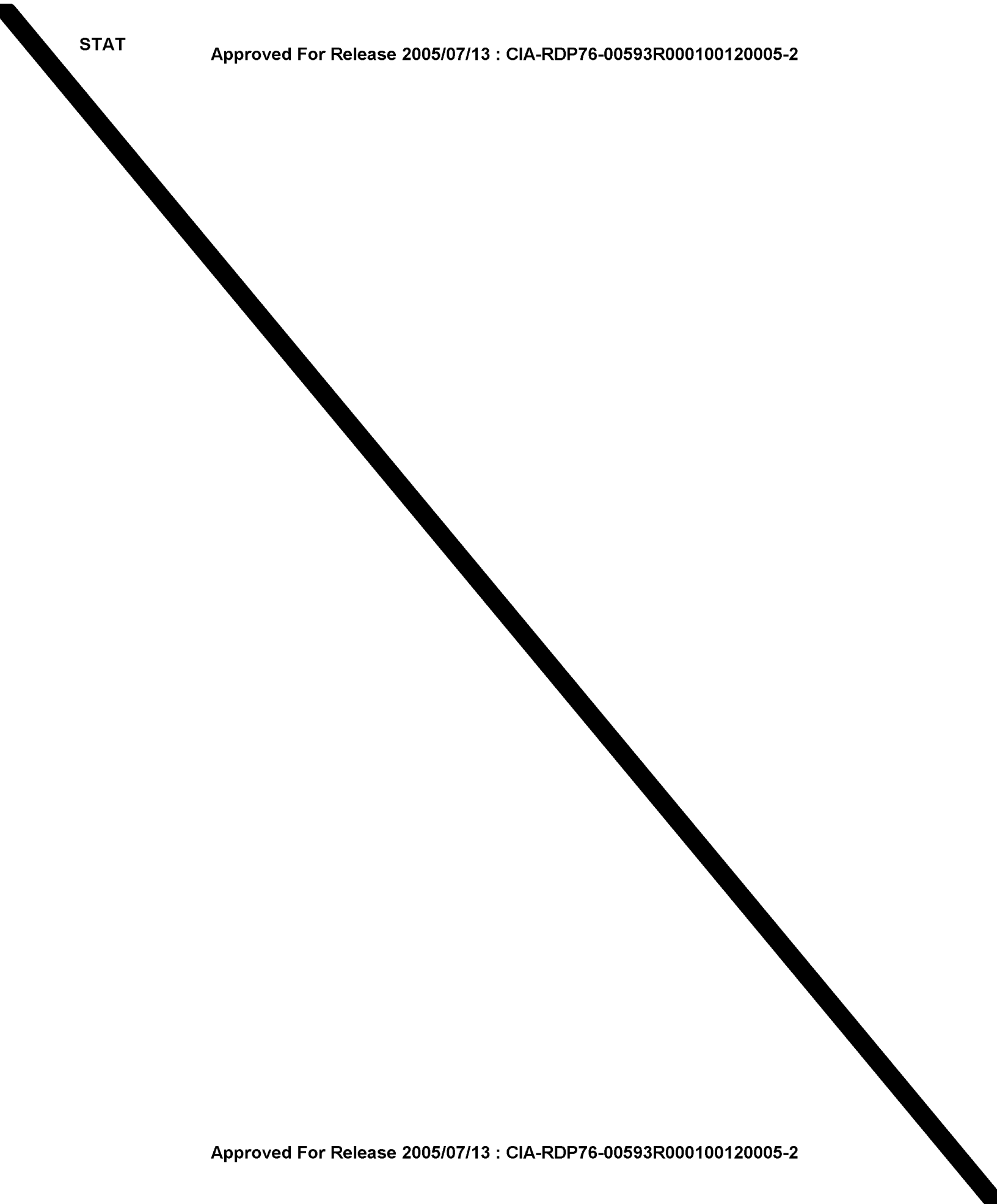

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CLERICAL FOLLOW-UP INTERVIEW ANALYSIS

This second analysis of clerical follow-up interviews covers the 99 interviews which were conducted between January and July 1973. The interviews were conducted with clerical personnel (GS-06 and below) who entered on duty between January and June 1972. The distribution of stenographers (20%), typists (33%), clerks (30%), and "others" (16%) was nearly equivalent to that in the group reported on in the first analysis which was disseminated six months ago. All directorates, except the Directorate for Operations, were again represented, and all the interviews were conducted by a representative of OP/Clerical Staffing Branch. The purpose of the Follow-up Interview Program, to get an appraisal of the new employees' experience with and in the Agency, was explained to the interviewees, and each was encouraged to speak candidly. The topical content of the follow-up interviews again included:

(1) Recruitment and subsequent processing

(2) EOD processing, TAS, OTR Orientation

(3) Training and briefings subsequent to assignment

(4) Job/office orientation by component

(5) Assignment (principal duties, job satisfaction, workload, and use of skills)

(6) Clerical co-workers (number and working relationship)

(7) Supervision and management

(8) Agency communications (whether feels a part of and in touch with the Agency as a whole as well as with the component)

(9) Working environment (the Washington area as well as the Agency building to which assigned)

(10) Projected plans (desire for reassignment, planned tenure with the Agency, overseas interest, etc.)

If anything, the 99 interviewees were even more responsive than those interviewed during the initial phases of the Program in 1972.

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They appeared to have a better understanding of the Program and participated more freely in the interviews. No one in this group objected to having a follow-up interview; only one employee declined the appointment, on the basis of job pressure; four employees commented they felt the follow-up interview program was a very good idea; one suggested that the Agency create more programs of this type. Additionally, component personnel officers appeared to have developed a greater appreciation of the intent of the Program and better prepared their clerical employees for the interviews.

Comparison of this set of interviews with those of the first group shows that responses to most topics generally remained the same. There were a few changes:

Negative comments regarding recruitment and applicant processing decreased 75 percent.

In the category "Job/Office Orientation by Component", those who received no, or poor, orientation increased by 13 percent. The number of affirmative responses to "accurate" orientation also increased, by 20 percent.

Those interviewees who had not received any formal training increased by 13 percent, and the number who felt no training was necessary increased by 42 percent.

Interviewees who described their jobs as busy increased by 14 percent.

Those who stated they got along well with their co-workers decreased by 17 percent. Those who said they had some difficulties increased by 10 percent.

Those who described their supervisors as "very good" increased by 11 percent. However, those who described their supervisors as "good" dropped by 18 percent, and there was an increase of 5 percent among those who categorized their supervisors as "poor".

In every category, there was a sharp drop in the number of "no definitive responses".

The responses and significant comments obtained in the interviews are listed below by category. Three comments were out of the ordinary: one young lady objected to discrimination against women in the Agency as reflected in unequal rates of promotion, types of job assignment, and grade levels for equivalent age, experience, education, etc.; one former Summer-Only employee said that Summer-Only employees are treated better than Regular employees and that he missed the consideration; a third interviewee said she was not in favor of the Summer-Only Program

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because the Summer-Only's in her office were not working productively, causing morale problems for Regular employees of similar age and grade levels.

EOD PROCESSING, TAS, OTR ORIENTATION

Went well	10
Sitting in TAS so long with nothing to do very difficult, ridiculous waste of money	34
Short but boring, recalled little, disliked very much	24
Former employees who repeated TAS, etc., and felt unnecessary	3
No definitive response	28

Comments:

At least 50% of the interviewees had entered on duty with provisional clearance and thus spent many weeks in TAS; the majority responded negatively to being there so long.

Three employees expressed understanding of the Agency's problems with the TAS.

Two interviewees objected to temporary housing at The Evangeline.

Two complained they were misinformed regarding time-in-grade prior to promotion or "reinstatement of grade" after qualification in shorthand.

Seven interviewees said the induction courses were irrelevant. (N.B. Induction classes were eliminated on 1 December 1972.)

One interviewee was displeased because her former employer learned of her impending resignation through the OS investigating officer. She had asked to be advised of the visit in advance and since she was not there were unnecessary hard feelings.

TRAINING OR BRIEFINGS SUBSEQUENT TO ASSIGNMENT

No formal training or briefings since placement from TAS	70

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Of these 70, 25 were interested in and wanted training; 34 thought none was necessary for present jobs; one was denied training as unnecessary.

Course taken or scheduled	27

One of the 27 thought the course was poor.

Training offered but refused by individual	2

JOB/OFFICE ORIENTATION BY COMPONENT

Accurately described	47
Fairly well described	4
None necessary	1
Poorly or inaccurately described	15
Recalled none	32
No definitive response	1

Comments:

Four interviewees especially noted they would have greatly appreciated orientation to the office and job because it would have helped them to adjust more easily and quickly.

One employee commented she had received no orientation, but expected none, because she "was only a File Clerk".

ASSIGNMENT

Satisfaction:

Liked very much	15
Liked	47
Liked for personal reasons, (hours, location, etc.)	5
Fairly well liked	17

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Disliked	9
No definitive response	6

Workload:

Busy	72
Sometimes busy	21
Not busy	5
No definitive response	1

Use of skills:

Shorthand:	Not at all or not enough	12
	Used	8
Typing :	Not at all	2

Fitness Reports: There were four "Outstanding" ratings, forty-four "Strong" ratings and fifty-one "Proficient" ratings.

Comments:

Thirteen employees complained of "blind placement" from TAS, i.e., interests, etc., of employee did not match those of supervisor and job.

Five interviewees expressed concern because they had been on the job for a year and had not been promoted.

Nine expressed concern because of the lack of advancement opportunities.

CLERICAL CO-WORKERS

Got along well	56
Got along fairly well	8
Difficult or some difficulty	19
No clerical co-workers	14

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No definitive response 2

SUPERVISION AND MANAGEMENT

Very good	23
Good	46
Fairly good, no specific complaints	10
More than one supervisor--mixed reactions	6
Poor	13
No definitive response	1

Forty interviewees elaborated regarding supervision.

Most common complaints:

Poor manager, principally due to favoritism	8
Too production-oriented	2
Indifferent to advancement of subordinates	2
Too many supervisors directing work	2
Too little direction	2

Most common compliments:

Nice, understanding, considerate	9
Easy to get along with	3
Support employee: reassigning upward, promotions, etc.	3
Very fair	2

AGENCY COMMUNICATIONS

Felt in touch with the Agency as a whole	42
Felt somewhat in touch	15

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Did not feel in touch	41
No definitive response	1

Comment:

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PHYSICAL LOCATION AND ENVIRONMENT

Reactions to living in the Washington area were generally favorable:

Loved the area	2
Liked the area	34
"Okay"	26
Disliked area	7
Ready for a change	1
No definitive response	1
Native of area	22
W. Virginia commuters	6

Reactions to various Agency buildings and their locations were varied:

Rosslyn:

Liked	12
"Okay"	4
Convenient by bus	1
Prefer C of C	1
Prefer Building	1
Disliked	1

STAT

Headquarters:

Loved	3

Liked	44
"Okay"	5
Prefer Rosslyn	3
Prefer downtown--felt as though confined in a prison	1

STAT [redacted]

Fine	1
"Okay"	1
Did not mind	2
Requested the location	1
Convenient to home	2
Disliked: Building unsafe, dirty, a firetrap, in a bad location, no windows, no parking	4

STAT [redacted]

Liked	2
Liked for personal reasons	1
Did not mind	1
Used to warehouses	1

Chamber of Commerce:

Liked	1
Disliked	1

STAT [redacted]

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No definitive response: 1

PROJECTED PLANS

Planned to remain in their jobs for the foreseeable future 58

Of these 58, 55 percent were in their first assignments; 40 percent were in their second; the remainder were in their third or more.

Planned to request reassignment in the near future 15

In this category, and the following one, 73 percent were in their first assignments; the remainder were in their second or third.

Dissatisfied and wanted reassignments 15

Resigning 1

About to be reassigned 5

Completely undecided 4

No definitive response 1

Three employees noted that prior to reassignment they were so disgusted with the Agency they were considering resigning.

Seven of those interviewed had been transferred to professional-trainee positions.

College study: 5 were enrolled in college studies with the aim of moving out of the clerical field.

Overseas interest: 10 expressed interest in overseas assignment; one had lost interest.

One individual commented she would like an overseas assignment but was afraid to request reassignment to the DDO because she had heard bad things about it.

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CLERICAL FOLLOW-UP INTERVIEW ANALYSIS

O/DCI

In the period January - July 1973, three follow-up interviews were conducted with O/DCI clerical personnel GS-06 and below. Of the three, two were typists and one a clerk. The interviewees had entered on duty during January - June 1972.

JOB/OFFICE ORIENTATION BY COMPONENT

Two thought their jobs had been accurately described. One recalled no orientation to the job prior to being placed.

ASSIGNMENT

Satisfaction:

All liked their jobs.

Workload:

Two stated that their jobs were busy. One said hers was sporadically busy.

Fitness Reports:

All received "Strong" ratings.

TRAINING OR BRIEFINGS SUBSEQUENT TO ASSIGNMENT

None had been offered training: two felt none was necessary, and one was denied training on the basis none was necessary.

CLERICAL CO-WORKERS

All thought they got along well with their co-workers.

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SUPERVISION AND MANAGEMENT

One thought her supervisor was very good; one described hers as good; and one had more than one supervisor and noted mixed reactions.

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AGENCY COMMUNICATIONS

Two did not feel in touch with the Agency as a whole. One felt in touch.

PHYSICAL LOCATION AND ENVIRONMENT

One liked the Washington area; one disliked it; one was a native of the area. Two assigned to the Headquarters building liked it, and one assigned to the Rosslyn area disliked it.

PROJECTED PLANS

One planned to remain in her present assignment. One was dissatisfied and wanted to be reassigned. One was undecided about future plans. One expressed interest in an overseas assignment.

Two were in their first assignments and one was in her second assignment.

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CLERICAL FOLLOW-UP INTERVIEW ANALYSIS

DDS&T

In the period January - July 1973, eighteen follow-up interviews were conducted with DDS&T clerical personnel GS-06 and below. The interviewees had entered on duty January - June 1972.

The 18 interviewees included:

Stenographers	5
Clerk-Typists	4
Clerks	8
Other	1

JOB/OFFICE ORIENTATION BY COMPONENT

Accurately described	7
Fairly well described	1
Poorly described	1
None	9

ASSIGNMENT

Satisfaction:

Liked very much	2
Liked	10
Liked fairly well	5
Disliked	1

Workload:

Busy	12
Sometimes busy	6

Use of Skills:

Three used their shorthand. Two did not use their shorthand or not enough.

Fitness Reports:

There was one "Outstanding" rating, seven "Strong" ratings and ten "Proficient" ratings.

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TRAINING OR BRIEFINGS SUBSEQUENT TO ASSIGNMENT

Eight had taken training, and one thought the course attended was poor. Ten had received no training: five were interested in training and three thought none was necessary.

CLERICAL CO-WORKERS

Got along well	7
Got along fairly well	6
Difficulty	2
No clerical co-workers	3

AGENCY COMMUNICATIONS

Felt in touch with Agency as a whole	4
Felt somewhat in touch	3
Did not feel in touch	11

SUPERVISION AND MANAGEMENT

Very good	3
Good	10
Fair	3
Poor	2

PHYSICAL LOCATION AND ENVIRONMENT

Headquarters:

Liked	4
"Okay"	1

STAT [redacted] 1

Fine	1
"Okay"	1
Did not mind	2
Requested location	1
Convenient to home	3
Disliked:	4
Building unsafe, dirty, a firetrap, in a bad location, no windows, no parking	

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Eight were natives of the Washington area. Two liked the area, and six thought it was "okay". One was ready for a change. One was an out-of-town commuter.

PROJECTED PLANS

Thirteen planned to remain in their present assignments. Three expected to seek reassignments eventually. Two were dissatisfied and wanted reassignment. Twelve were in their first assignments, and six were in their second assignments. Three were enrolled in college studies with the aim of moving out of the clerical field.

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CLERICAL FOLLOW-UP INTERVIEW ANALYSIS

DDI

In the period January - July 1973, twenty-three follow-up interviews were conducted with DDI clerical personnel GS-06 and below. The interviewees had entered on duty during January - June 1972.

The twenty-three interviewees included:

Stenographers	2
Clerk-Typists	14
Clerks	2
Other	5

JOB/OFFICE ORIENTATION TO COMPONENT

Accurately described	11
Inaccurately described	5
None	7

ASSIGNMENT

Satisfaction:

Liked very much	6
Liked	10
Liked fairly well	4
Liked for personal convenience	1
Disliked	2

Workload:

Busy	17
Sometimes busy	6

Fitness Reports:

There was one "Outstanding" rating, five "Strong" ratings and seventeen "Proficient" ratings.

Use of Skills:

One used her shorthand; one did not use her shorthand enough. One did not use her typing.

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TRAINING OR BRIEFINGS SUBSEQUENT TO ASSIGNMENT

Six had taken courses. Seventeen had been offered no training; six of these were interested in training, and seven of them thought no training was necessary.

CLERICAL CO-WORKERS

Seventeen thought they got along well with their co-workers. Three thought co-workers difficult to get along with. Three had no clerical co-workers.

AGENCY COMMUNICATIONS

Felt in touch with the Agency as a whole	10
Somewhat in touch	3
Not in touch	10

SUPERVISION AND MANAGEMENT

Very good	7
Good	11
Poor	3
More than one supervisor, mixed reactions	2

PHYSICAL LOCATION AND ENVIRONMENT

Headquarters:

Loved	1
Liked	16
"Okay"	1
Preferred Rosslyn	2
Preferred downtown, felt as though confined in a prison	1

Rosslyn:

Liked	2

Eleven liked the Washington area; five thought it was "okay"; and one loved the area. Two disliked the Washington area. Three were natives and one was a West Virginia commuter.

PROJECTED PLANS

Fourteen planned to remain in their present jobs. Four wanted reassignments. Three planned to request reassignment soon after the

first year period. Two were about to be reassigned to other positions. Four were interested in overseas assignments, and one had lost interest in overseas.

Thirteen were in their first assignments; six were in their second assignments; and one had had three or more assignments.

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CLERICAL FOLLOW-UP INTERVIEW ANALYSIS

DDM&S

In the period January - July 1973, fifty-five follow-up interviews were conducted with DDM&S clerical personnel GS-06 and below. One person declined the interview on the basis of job pressure. The interviewees had entered on duty during January - June 1972.

The 55 interviewees included:

Stenographers	13
Clerk-Typists	13
Clerks	19
Other	10

(If the total responses for a topic do not equal the overall number of interviews, there were no definitive responses for the balance.)

JOB/OFFICE ORIENTATION BY COMPONENT

Accurately described	27
Received some orientation	3
Inaccurately described	17
Recalled none	17

ASSIGNMENT

Satisfaction:

Liked very much	7
Liked	24
Liked fairly well	8
Liked for personal convenience	4
Disliked	6

Workload:

Busy	41
Fairly busy	8
Not busy	5

STAT

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Use of skills:

Four used their shorthand. Nine had not used their shorthand at all or had used it only a few times. One had not used her typing skill at all.

Fitness Reports:

There were two "Outstanding" ratings, twenty-nine "Strong" ratings, and twenty-four "Proficient" ratings.

TRAINING OR BRIEFINGS SUBSEQUENT TO ASSIGNMENT

Forty had been offered no training: fourteen wanted training; twenty-two thought none was necessary. Thirteen had taken courses or were scheduled for training. Two had been offered training and refused it.

CLERICAL CO-WORKERS

Twenty-nine thought they got along well with their co-workers. Fourteen had some difficulty. Two thought they got along fairly well with their co-workers. Eight had no clerical co-workers.

SUPERVISION AND MANAGEMENT

Very good	12
Good	24
Fairly good, no specific complaints	6
Poor	9
More than one supervisor--mixed reactions	3

AGENCY COMMUNICATIONS

Felt in touch with the Agency as a whole	28
Somewhat in touch	9
Did not feel in touch	18

PHYSICAL LOCATION AND ENVIRONMENT

Headquarters:

Loved	2
Liked	22
"Okay"	3
Would Prefer Rosslyn	1

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Rosslyn:

	Liked	10(Two who liked the Rosslyn area criticized Magazine Building as being dumpy and dirty.)
	"Okay"	4
	Would prefer C of C	1
STAT	Would prefer Building [redacted]	1
	Convenient by bus	1

Chamber of Commerce:

	Liked	1
	Disliked	1

STAT [redacted]

	Liked	2
	Liked for personal reasons	1
	Did not mind	1
	Used to warehouses	1

STAT [redacted]

	[redacted]	1
	[redacted]	1

Washington area:

	Loved the area	1
	Liked the area	22
	"Okay"	14
	Disliked the area	3
	Disliked the high cost of living	1
	Natives of area	10
	W. Virginia commuters	3

PROJECTED PLANS

Thirty-one planned to remain in their present assignments. Eight were dissatisfied and wanted reassignment. Nine intended to request reassignment in the near future. Three were about to be reassigned to other positions, and one was resigning. Five were interested in an overseas assignment. Four were attending college with the aim of getting out of the clerical field.

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TAB

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THREE YEAR FOLLOW-UP INTERVIEWS

OBJECTIVES

1. Discuss performance, work attitudes, and career interests of the employee in order to re-validate placement and decision to convert to Career Employee Status.

2. Identify employees who should be considered for reassignment.

3. Indicate the continuing interest of the Agency in the employee and his career development.

INTRODUCTION

1. Introduce yourself and identify our office.
2. Refer to previous follow-up where appropriate.
3. Explain that the purpose of the interview is to offer the employee the opportunity to discuss his career asperations, progress and prospects with someone outside his immediate component.
4. Assure the employee that responses will be treated on an anonymous basis if he so desires.

SAMPLE QUESTIONS

1. How do you like your job? Is it interesting, challenging, rewarding?

2. Have you made progress in the knowledge and skills necessary to perform in your field?

3. Do your fitness report ratings and narrative comments seem to accurately reflect your performance?

4. What is your impression of career prospects for the future in terms of developmental assignments, training and promotion?

5. What would you change about your job, career or the Agency if you could?

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21 DEC 1970

MEMORANDUM FOR: Chief, Support Staff, National Photographic Interpretation Center

THROUGH : Chief, Staff Personnel Division

SUBJECT : Follow-up Interviews with National Photographic Interpretation Center Personnel

1. During the period January/September 1970, I have conducted 39 follow-up interviews with professional NPIC employees who had entered on duty within a year prior to the interview. The interviews were conducted on NPIC premises. All employees were promised that their identities would not be revealed. In order to achieve a completely open and frank atmosphere for the interview, all follow-up interviews are conducted with the understanding that individual identities will not be disclosed in our reports to components.

2. The questions asked were in the areas of personnel procedures prior to EOD, EOD orientation in OP, on-the-job orientation and training in the component and outside, supervision and management communication with employees, use of their education in their jobs, job satisfaction, knowledge of promotion procedures, fitness report review, and satisfaction with working and living quarters.

3. In general, the comments seem to be equally divided between favorable and unfavorable. Since the employees were aware that their comments would be reported at some future date only as trends, they may have been more prone to emphasize negative aspects than they would have if their statement had to be defended. On the other hand, some employees reported total satisfaction in all areas mentioned above.

4. The attached list is organized by NPIC Group and Division with some of the comments listed made by employees in that Division at the time of the interview. The following comments are listed separately since they were most often repeated and seem most important:

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Building Location:

25X1 A great majority of employees (perhaps 90%) expressed discontent with the area surrounding Building [redacted] the parking situation there, and the threat, imagined or otherwise, to themselves or their property. Some fewer persons expressed concern for the vibrations noted in the building now, and the expected seriousness of the situation when the subway system begins construction.

Not Using Education:

This comment comes primarily from Mathematics and Geography majors. The Mathematicians claim the computers do most of the math and they are making some few measurements only.

The Geographers feel they should be concerned with land formations and geographical boundaries whereas they are involved in counting buildings or vehicles, etc.

A substantial number feel an intelligent high school graduate with training could do the job.

Analysts Do Not Analyze:

Analysts expect to perform research functions as they have learned to do them during their college education. Their job, they find, does not require research in the classical sense. They are more frequently asked to locate an isolated piece of information, to complete forms for information to go to the computers, to answer phones and to go fetch anything that is needed. They are too often involved in clerical work. One of the Analysts recommended the position be changed to GS-05 and high school graduates be trained to do the work.

Job Dull - No Big Picture:

This comment came from employees in varied positions. For example, the PI looks at his light table and counts only what he is told to. The Photogrammetrist makes a measurement but doesn't know why the measurement is needed. An employee mentioned that Co-op students receive a tour of the entire building, but professional staffers do not. They don't get the big picture or feel they have a substantial piece of the action.

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5. I would welcome any areas of concentration you might wish to suggest.

25X1 [redacted]
Placement Officer

Att

Distribution:
Orig & 1 - Addressee
1 - PPB Chrono
25X1 1 - [redacted]
1 - C/SPD

25X1 OP/DD/Pers/R&P/SPD/[redacted] whg (18 Dec 70)

GROUP 1
Excluded from automatic downgrading and declassification

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Follow-up Interview Comments

IEG - **Scientific Division:**

Lack of communication from Branch Chief	1
Delighted with everything	1
Happy with work	2

Missile and Space Division:

Offutt per diem for CIA/DIA $16 vs $25 poor	1
One grade promotion policy poor	1
Delighted with everything	1

West Geographic Division:

Training on the job poor	1
Analyst job not challenging	1
Course at Offutt good	1
Middle management good	2
Work, training and support good	2

East Geographic Division:

DIA/CIA promotion policy difference	1
People are great and management good	1
Education not used in job	3
Research jobs not really research	1

Photogrammetry Division:

Delighted with job	3
Not using education	3
Supervision excellent	2

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PSG - Reprographics Division:

Job different from what thought	2
Supervisor not good	2
Not getting big picture	2

Automated Information Division:

Should get more briefing re job	1
Supervisor good	4
EOD processing time good	3
EOD orientation poor	1
EOD orientation good	
EOD processing time poor	1
One grade promotion system bad	1
Not doing real research or analysis	1
Not using education	3
Using education	1

TSSG - Engineering Support Division:

Supervisor not good manager	1
Supervisor good	1
Using education	1
Knowledge of NPIC good	1

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25X1

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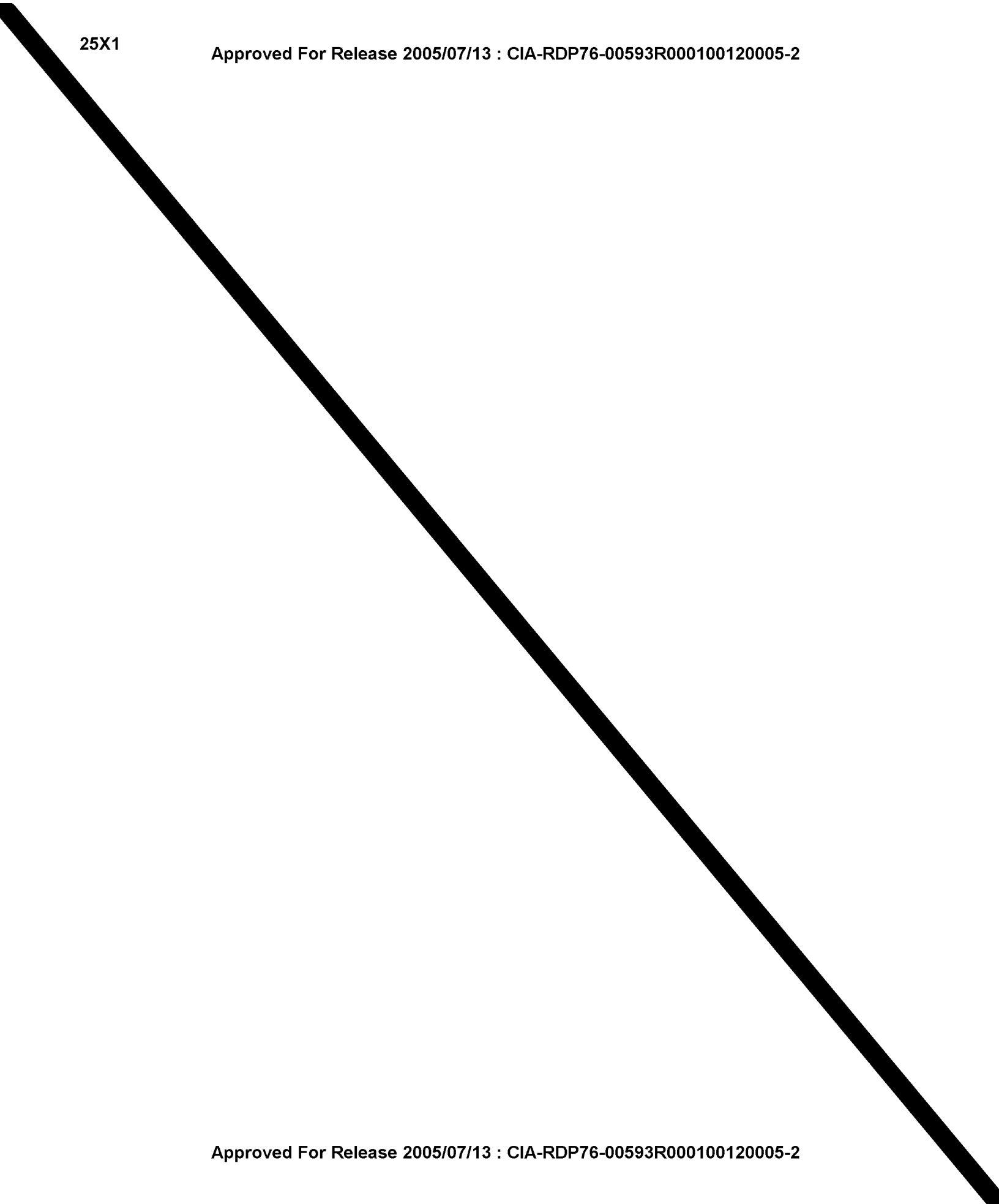

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Personnel Management System

13. Generally speaking, do you feel your abilities are used in your present job?

1.	Fully	100	36%
2.	Generally	134	49%
3.	Somewhat	27	10%
4.	Little	11	4%
5.	N. A.	2	1%
		274	

14. If the answer to Question No. 13 is negative ("somewhat" or "little") can you explain the reason.

1.	Job does not require	14	38%
2.	Job too narrowly desg'd	10	28%
3.	Poor management	11	31%
4.	Other	1	3%
5.		36	

15. Have you advanced as rapidly as you think you should?

1.	Yes	176	64%
2.	No	79	29%
3.	Unsure	18	7%
4.	N. A.	1	
		274	

16. If the answer to Question No. 15 is "No", how do you explain it?

1.	Restrictive Agency policy	6	7%
2.	Restrictive Mgn't pract'e	46	57%
3.	Poor grade structure	7	9%
4.	Discrimination	16	20%
5.	Other	6	7%
		81	

17. What do you think of the training offered you by the Agency? Explain why you feel this way. [Coded under No. 18 below.]

1.	Generally useful	202	74%
2.	Little or no use	31	11%.
3.	N. A.	40	15%
		274	

18.

1.	Insight to Agency & career	21	10%
2.	Job related	101	45%
3.	Good course available	49	22%
4.	Some poor adminstration	32	14%
5.	Not job related	6	3%
6.	Orientation only/introd.	14	6%
		223	

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25. Do you believe you have the opportunity to take the initiative to find other jobs?

1.	Yes	220	83%
2.	No	43	16%
		264	

26. What do you think of the possibility of crossing Directorate boundaries?

1.	Very possible	28	11%
2.	Possible	112	46%
3.	Seldom possible	97	39%
4.	Impossible	10	4%
		247	

27. Have you discussed your future career with any officer? (If answer is No, skip to Question No. 33 below). If N.A. skip to Question No. 37 below).

1.	Yes	204	74%
2.	No	67	24%
3.	N.A.	4	2%
		275	

28. If answer to Question No. 27 is "Yes" what was the officer's position?

1.	Supervisor	107	55%
2.	Senior Officer	52	26%
3.	Office's Staff O.	31	16%
4.	M&S Officer	4	2%
5.	Other	2	1%
		196	

29. What brought about the discussion?

1.	Self initiated	84	43%
2.	Routine R.Q.	41	21%
3.	FR discussion	27	14%
4.	Personnel off.	3	2%
5.	Other	39	20%
		195	

30. What did you talk about?

5	3%	--	1.	Evaluation of performance
13	7%	--	2.	Possible advancement
5	2%	--	3.	Training needs
38	20%	--	4.	Possible assignments
21	11%	--	5.	Possible directions
109	56%	--	6.	Overall discussion
3	1%	--	7.	Other
194				

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31. Was the discussion satisfactory? Why ? [Coded under No. 32 below]

1.	Yes	164	81%
2.	No	26	13%
3.	Other	13	06%
		203	

32.

1.	Got concrete results; what he wanted	28	14%
2.	Responsive, encouraging exchange	113	58%
3.	Within limits of situation o.k. - but	21	11%
4.	Too general or negative	22	11%
5.	Other	11	6%
		195	

1.
2.
3.
4.
5.
6.

33. (If the answer to Question 27 above was "No"). Have you felt the need to discuss your future career with an officer? (If answer is "No" skip to No. 36).

1.	Yes	35	53%	
2.	No	31	47%	
		66		

34. If the answer to Question No. 33 above is "Yes" explain why you have not done so.

1	3%	1.	Did not try
5	14%	2.	Did not know where to go
1	3%	3.	Uselsss: personal cause
11	30%	4.	Useless: the management officers
5	14%	5.	Useless: the system
13		6.	Other
36			

35. If the answer to Question No. 33 above is "Yes" what would you like to discuss about your future?

0	0	1.	Evaluation of performance
2	6%	2.	Possible advancement
1	3%	3.	Training needs
1	3%	4.	Possible assignments
16	49%	5.	Possible directions
11	33%	6.	Overall discussion
2	6%	7.	Other
33			

36. If you have not felt the need to discuss your future, why is this the case?

5	16%	1.	System works well
10	32%	2.	Manage by myself
12	39%	3.	No purpose to be served
4	13%	4.	Other
31			

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Administration

37. What is the best source from which you normally learn things of concern to you about the Agency and its policies? (i.e., Agency activities, personnel policies).

1.	Staff meeting	80	41%
2.	Memos	51	26%
3.	Bulletin Boards	1	1%
4.	Assemblies	1	1%
5.	Grapevine	45	23%
6.	Other	15	8%
		193	

38. Do you feel the information you thus obtain is adequate?

1.	Yes	210	78%
2.	No	58	22%
		268	

39. If the answer to Question No. 38 above is "No" why do you feel this is the situation?

4	7%	1.	Grapevine unreliable
15	27%	2.	Formal Ch'l:filtered out
13	24%	3.	Too sketchy/untimely
23	42%	4.	Need more on Agency policies and activities
55			

40. How do you feel about the administrative information made available to you in your office to carry on your job (i.e., where to go for information, coordination, approvals, decisions)?

1.	Good	172	63%
2.	Fair	75	27%
3.	Poor	18	7%
4.	N.A.	9	3%
		274	

41. If the answer to Question No. 40 above is negative (i.e., "poor") how do you explain the situation?

1.	Poor managem't:none/filtered out	-- 15	71%
2.	Rapid Turnover personnel	-- 2	10%
3.	Lateral commo difficult	-- 3	14%
4.	Other	-- 1	5%

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42. What do you think about the Letter of Instruction? [Coded under No. 43 below]	1.	Very helpful	28	10%
	2.	Helpful	56	20%
	3.	Somewhat helpful	63	23%
	4.	Not helpful	68	25%
	5.	Unsure	16	6%
	6.	N.A.	43	16%
			274	
43.	1.	Sound concept	85	32%
	2.	Good selectively	21	8%
	3.	Good concept but only impractical	116	44%
	4.	Do not have an LOI	44	16%
			266	
44. What do you feel about how the work and responsibilities are divided in your office?	1.	Well done	106	39%
	2.	Reasonably done	133	49%
	3.	Poorly done	24	9%
	4.	N.A.	9	3%
			272	
45. If the answer to Question No. 44 above is negative ("poorly") explain the situation.	1.	Poor structure	12	50%
	2.	Poor supervisors	9	38%
	3.	Other	3	12%
			24	
	4.			
	5.			
46. How do you feel about the requirements for your job?	1.	Appropriate	216	81%
	2.	Inappropriate	37	14%
	3.	N. A.	13	5%
			266	
47. If the answer to No. 46 above is "inappropriate" can you explain why?	1.	Degree unnec'y	11	30%
	2.	Person feels over qual'd	15	41%
	3.	Person fails to meet qual'ns	6	16%
	4.	Other	5	13%
			37	

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48. How do you feel about the supervision you receive? Why? [Coded in No. 49 below]

1.	Good	191	71%
2.	Fair	46	17%
3.	Poor	22	8%
4.	N.A.	10	4%
		269	

49.

The Supervisor is good (respected ----	1.	42	16%
Free rein is given ----	2.	69	27%
Effective working relations/established--	3.	83	32%
Not well balanced supervision ----	4.	33	13%
The Supervisor is poorly or not trained--	5.	12	5%
other -	6.	18	7%
		257	

50. With respect to the objectives of your office, what do you think of the way that office is organized?

1.	Well	95	35%
2.	Reasonably well	130	49%
3.	Not too well	21	8%
4.	Poorly	9	3%
5.	N.A.	13	5%
		268	

51. Do you have any opportunity to influence the way your office is organized?

1.	A great deal	29	11%
2.	Moderate	98	36%
3.	Rather little	60	22%
4.	None	68	25%
5.	N.A.	17	6%
		272	

SECRET

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52. To what extent do you feel your office is achieving its objectives?	1.	Well	130	49%
	2.	Reasonably well	122	46%
	3.	Not too well	10	4%
	4.	Poorly	3	1%
			265	
53. If answer to Question No. 52 above is negative ("not too well" or "poorly") how do you explain the weakness in achieving objectives?	1.	Poor management	6	50%
	2.	Inadequate objectives	6	50%
			12	
54. In balance, how would you judge your office and Directorate in contrast to others known to you?	1.	Better	107	57%
	2.	About equal	65	34%
	3.	Not as good	17	9%
			189	

General Attitudes

55. How would you describe the general atmosphere in which you work?	1.	Pleasant	211	77%
	2.	Tolerable	49	18%
	3.	Unpleasant	10	4%
	4.	Abrasive	2	1%
	5.	N. A.	1	0
			273	
56. How would you describe the mental tone (approach to the work) in your office?	1.	Vigorous	98	36%
	2.	Alert	124	46%
	3.	Casual	30	11%
	4.	Lethargic	7	3%
	5.	Other	8	3%
	6.	N. A.	2	1%
			269	
57. If the answer to Question No. 56 above is negative (i.e., casual or lethargic), can you explain the cause?	1.	Uninspiring work	9	25%
	2.	Mgnt related difficulties	14	39%
	3.	Personnel mentality	13	36%
			36	

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58. Do you feel you can have a satisfying career in the Agency?

1.	Very satisfying	134	51%
2.	Generally satisfying	108	41%
3.	Somewhat satisfying	11	4%
4.	Not very satisfying	11	4%
		264	

59. How do you feel in general about the Agency as a place to work? Why? [Coded under No. 60 below]

1.	Excellent	97	36%
2.	Very good	115	42%
3.	Good	52	19%
4.	Fair	8	3%
5.	Poor	1	0
		273	

60.

	Important role/mission	1. 33	12%
	Opportunity for real prof. career in field	2. 72	27%
	High quality of personnel	3. 40	15%
	Good admin. gives job satisfaction	4. 84	32%
	Critical re personal treatment/admin policy-mgn	5. 29	11%
	Other	6. 7	3%
		265	

61. What is your attitude about remaining with the Agency?

1.	Intend to stay	214	81%
2.	Uncertain	43	16%
3.	Intend to leave	6	2%
4.	N. A.	2	1%
		265	

62. If you intend to stay with the Agency, what are your hopes and aspirations for your future here?

1.	Advance in grade and position	189	74%
2.	Advance in position	21	8%
3.	Advance in grade	9	4%
4.	Status quo	11	4%
5.	Other	14	5%
6.	N. A.	12	5%
		256	

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63. How do you think the morale is in the Agency? [Coded in Question No. 64 below]

1.	Very good	20	8%
2.	Good	133	52%
3.	Fair	82	32%
4.	Poor	16	6%
5.	Other	6	2%
		257	

64. How do you account for the state of morale?

1.	Attractive work and working environment	101	39%
2.	Mgn't upswing after Schlesinger era	41	16%
3.	Current problems, and cont'g	59	23%
4.	Dissat'n w/ personnel treatment-mgt	42	16%
5.	Other	14	6%
		257	

1.
2.
3.
4.
5.

Open

65. Are there any comments you would like to make on any aspect of the Agency or your career which we have not touched upon adequately? [Coded under No. 66 below]

1.	Yes	125	46%
2.	No	145	54%
		1	
		271	

66.

1.	Better management is needed	38	30%
2.	Policy re selecting mgn't officers needs improvement	8	6%
3.	More opportunity for career devel't is needed	30	24%
4.	Image of Agency and role needs attention	10	8%
5.	EEO-overdoing (largely); good/ needed.	22	18%
6.	Things are going well	7	6%
7.	Other	10	8%
		125	

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Interview No. _____

(when filled in)

Headquarters Interview Program

Professional Personnel
with four and nine years
of service

Background Variables

1. Current Grade
   1. Seven-eight
   2. Nine
   3. Ten-eleven
   4. Twelve-thirteen
   5. Fourteen and over

2. Number of Promotions
   *EOD Grade_____
   1. None
   2. One
   3. Two
   4. Three
   5. Four
   6. Five or more

3. Career Service
   1. Exec.
   2. M
   3. D
   4. I
   5. R
   6. NPIC

4. Age
   1. 25 or under
   2. 26-29
   3. 30-34
   4. 35-39
   5. 40-44
   6. 45 or over

5. Sex
   1. Male
   2. Female

6. Time-In Grade
   1. One or less
   2. Two-Three years
   3. Four-Five years
   4. Six years or more

7. Length of Service
   1. Four years
   2. Nine years

*8. Other Government Service
   1. None
   2. One-Two years
   3. Three-Five years
   4. Six-Eight years
   5. Nine or more

*9. Number of transfers to significantly different offices or jobs
   1. None
   2. One-Two
   3. Three-Four
   4. Five or more

*10. What led you to seek employment with the Agency?
   1. Recruiter
   2. Advertisement
   3. Friend
   4. Self initiative

* Questions in this section will be taken from the data on hand. Asterisked questions must be asked of interviewee.

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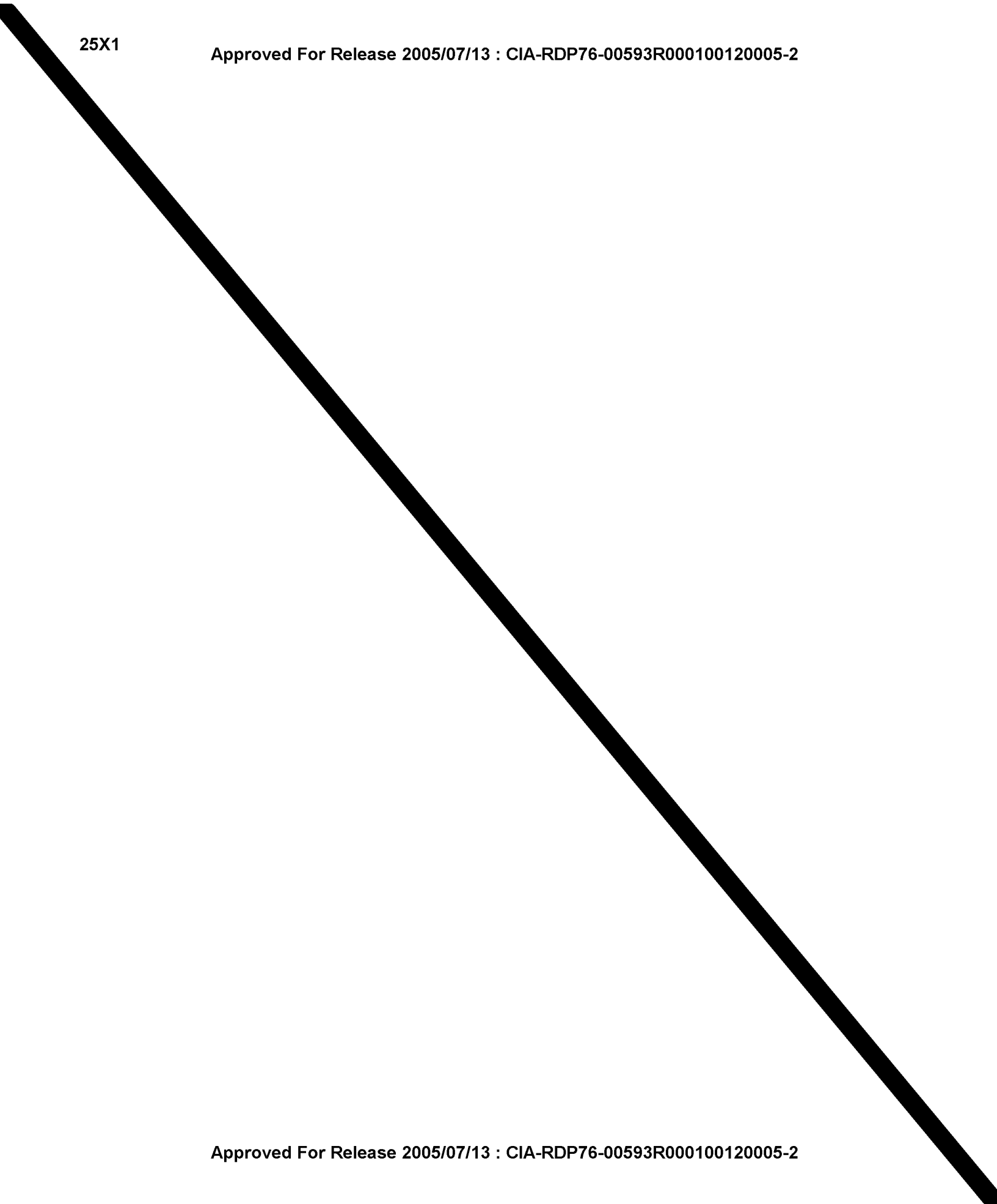

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Personnel Management System

13. Generally speaking, do you feel your abilities are used in your present job?	1. Fully 2. Generally 3. Somewhat 4. Little 5. N. A.
14. If the answer to Question No. 13 is negative ("somewhat" or "little") can you explain the reason.	1. 2. 3. 4. 5.
15. Have you advanced as rapidly as you think you should?	1. Yes 2. No 3. Unsure 4. N. A.
16. If the answer to Question No. 15 is "No", how do you explain it?	1. 2. 3. 4. 5.
17. What do you think of the training offered you by the Agency? Explain why you feel this way. [Coded under No. 18 below.]	1. Generally useful 2. Little or no use 3. N. A.
18.	1. 2. 3. 4. 5. 6.

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19.	If you have had rather substantial training in the Agency, is the skill you acquired being used in your present job?	1. Fully 2. Generally 3. Somewhat 4. Little 5. N.A.
20.	How do you feel about the way the promotion system works? Explain why you think this is so. [Coded under No. 21 below.]	1. Very well 2. Reasonably well 3. Not very well 4. Poorly 5. N.A.
21.		1. 2. 3. 4. 5. 6.
22.	What is your opinion about the way re-assignments are made? What makes you think so? [Coded under No. 23 below.]	1. System works well 2. Reasonably well 3. Not very well 4. Poorly 5. N. A.
23.		1. 2. 3. 4. 5. 6.
24.	Do you feel that people with similar backgrounds and jobs should be in the same career service, regardless of the Directorate in which they work?	1. Yes 2. No 3. Unsure

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25. Do you believe you have the opportunity to take the initiative to find other jobs?
   1. Yes
   2. No

26. What do you think of the possibility of crossing Directorate boundaries?
   1. Very possible
   2. Possible
   3. Seldom possible
   4. Impossible

27. Have you discussed your future career with any officer? (If answer is No, skip to Question No. 33 below). If N.A. skip to Question No. 37 below).
   1. Yes
   2. No
   3. N.A.

28. If answer to Question No. 27 is "Yes" what was the officer's position?
   1. Supervisor
   2. Senior Officer
   3. Office's Staff O.
   4. M&S Officer
   5. Other

29. What brought about the discussion?
   1. Self initiated
   2. Routine R.Q.
   3. FR discussion
   4. Personnel off.
   5. Other

30. What did you talk about?
   1. Evaluation of performance
   2. Possible advancement
   3. Training needs
   4. Possible assignments
   5. Possible directions
   6. Overall discussion
   7. Other

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31. Was the discussion satisfactory? Why ? [Coded under No. 32 below]

1. Yes
2. No
3. Other

32.

1.
2.
3.
4.
5.
6.

33. (If the answer to Question 27 above was "No"). Have you felt the need to discuss your future career with an officer? (If answer is "No" skip to No. 36).

1. Yes
2. No

34. If the answer to Question No. 33 above is "Yes" explain why you have not done so.

1. Did not try
2. Did not know where to go
3. Uselsss: personal cause
4. Useless: the management officers
5. Useless: the system
6. Other

35. If the answer to Question No. 33 above is "Yes" what would you like to discuss about your future?

1. Evaluation of performance
2. Possible advancement
3. Training needs
4. Possible assignments
5. Possible directions
6. Overall discussion
7. Other

36. If you have not felt the need to discuss your future, why is this the case?

1. System works well
2. Manage by myself
3. No purpose to be served
4. Other

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Administration

37. What is the best source from which you normally learn things of concern to you about the Agency and its policies? (i.e., Agency activities, personnel policies).

1. Staff meeting
2. Memos
3. Bulletin Boards
4. Assemblies
5. Grapevine
6. Other

38. Do you feel the information you thus obtain is adequate?

1. Yes
2. No

39. If the answer to Question No. 38 above is "No" why do you feel this is the situation?

1.
2.
3.
4.
5.
6.

40. How do you feel about the administrative information made available to you in your office to carry on your job (i.e., where to go for information, coordination, approvals, decisions)?

1. Good
2. Fair
3. Poor
4. N.A.

41. If the answer to Question No. 40 above is negative (i.e., "poor") how do you explain the situation?

1.
2.
3.
4.
5.

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42. What do you think about the Letter of Instruction? [Coded under No. 43 below]

1. Very helpful
2. Helpful
3. Somewhat helpful
4. Not helpful
5. Unsure
6. N.A.

43.

1.
2.
3.
4.

44. What do you feel about how the work and responsibilities are divided in your office?

1. Well done
2. Reasonably done
3. Poorly done
4. N.A.

45. If the answer to Question No. 44 above is negative ("poorly") explain the situation.

1.
2.
3.
4.
5.

46. How do you feel about the requirements for your job?

1. Appropriate
2. Inappropriate
3. N. A.

47. If the answer to No. 46 above is "inappropriate" can you explain why?

1.
2.
3.
4.
5.

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SECRET

48. How do you feel about the supervision you receive? Why? [Coded in No. 49 below]

1. Good
2. Fair
3. Poor
4. N.A.

49.

1.
2.
3.
4.
5.

50. With respect to the objectives of your office, what do you think of the way that office is organized?

1. Well
2. Reasonably well
3. Not too well
4. Poorly
5. N.A.

51. Do you have any opportunity to influence the way your office is organized?

1. A great deal
2. Moderate
3. Rather little
4. None
5. N.A.

SECRET

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52. To what extent do you feel your office is achieving its objectives?
1. Well
2. Reasonably well
3. Not too well
4. Poorly

53. If answer to Question No. 52 above is negative ("not too well" or "poorly") how do you explain the weakness in achieving objectives?
1.
2.
3.
4.
5.
6.

54. In balance, how would you judge your office and Directorate in contrast to others known to you?
1. Better
2. About equal
3. Not as good

General Attitudes

55. How would you describe the general atmosphere in which you work?
1. Pleasant
2. Tolerable
3. Unpleasant
4. Abrasive
5. N. A.

56. How would you describe the mental tone (approach to the work) in your office?
1. Vigorous
2. Alert
3. Casual
4. Lethargic
5. Other
6. N. A.

57. If the answer to Question No. 56 above is negative (i.e., casual or lethargic), can you explain the cause?
1.
2.
3.
4.
5.

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58. Do you feel you can have a satisfying career in the Agency?

1. Very satisfying
2. Generally satisfying
3. Somewhat satisfying
4. Not very satisfying

59. How do you feel in general about the Agency as a place to work? Why? [Coded under No. 60 below]

1. Excellent
2. Very good
3. Good
4. Fair
5. Poor

60.

1.
2.
3.
4.
5.
6.

61. What is your attitude about remaining with the Agency?

1. Intend to stay
2. Uncertain
3. Intend to leave
4. N. A.

62. If you intend to stay with the Agency, what are your hopes and aspirations for your future here?

1. Advance in grade and position
2. Advance in position
3. Advance in grade
4. Status quo
5. Other
6. N. A.

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63. How do you think the morale is in the Agency? [Coded in Question No. 64 below]	1. Very good 2. Good 3. Fair 4. Poor 5. Other
64. How do you account for the state of morale?	1. 2. 3. 4. 5. 6. 7. 8.

Open

65. Are there any comments you would like to make on any aspect of the Agency or your career which we have not touched upon adequately? [Coded under No. 66 below]	1. Yes 2. No
66.	1. 2. 3.

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Interview No. _____

Interview Ad[illegible]

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67. What is your attitude with respect to Agency handling of Marchetti-type problems?

68. What would you propose the Agency do about such problems?

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